Conversations with Wandy

A CWW How To Guide

PERFORMANCE IMPROVEMENT PLAN

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INTRODUCTION

A Performance Improvement Plan (PIP) is a document that sets out what the problem is with your team member's performance and what they need to do to improve it.

Steps to instituting a performance improvement plan

a) Line managers are encouraged to utilize and or initiate other performance improvement initiatives before resulting to a PIP. These include but not limited to redefining work objectives, offering on job and off job trainings, discussing with staff and let them know of their wanting performance etc.

b) The PIP template has to be used in all instances of a team member being placed on this plan.

c) Line managers should hold a meeting with their team members to discuss the performance improvement plan before placing the team member under one.

d) All Performance Improvement Plans have to be for a defined time. Depending on the severity of the performance issues and the time appropriate corrective actions can be undertaken, a PIP can be for 60 days, 75 days or 90 days.

e) During a PIP, continuous performance monitoring has to be done by the Line Manager and affected team member. This monitoring should be recorded in the PIP template.

f) A team member placed under a PIP has to be discharged from the plan with the agreement of the Head of Department in consultation with the HR department

g) Line managers can seek assistance from the HR department if required on the use of this template and performance management in general.

h) In the absence of an HR department, business owners are advised to seek advisor from an HR advisor before during and after placing their team members on a performance improvement plan.

i) The instructions above are meant for Line Managers and are not to be issued to persons placed under a performance improvement plan.

The performance improvement plan checklist

Step 1: Identify the issue

o   Start by writing down specific examples of your team member's behaviour that is causing an issue, and when it is occurring. Gather any documents that demonstrate the issue (e.g. work examples, complaints or performance statistics).

o   Write down why the behaviour is an issue – it may be affecting the organization internally, other employees, organization's external clients or the safety of the workplace.

o   Write down how the behaviour needs to change.

Step 2: Assess the issue

o   Before you meet with your team member, think about how serious the issue is and how long it has existed.

o   Assess how wide the gap is between what you expect of your team member and what they are doing.

o   Think about the possible cause of the issue – make sure you keep an open mind.

Step 3: Meet with your employee

o   Discuss the issue with your team member as soon as possible – ignoring it is likely to make it worse.

o   Arrange to meet with your team member at a time and in a place where you will not be interrupted, overheard or rushed.

o   Let your team member know in advance what the discussion will be about so they do not feel ambushed.

o   Clearly describe the issue, using examples, along with how it is affecting the business.

o   Invite your team member to respond.

o   Explore the issue and possible causes by asking open questions.

o   Make sure the team member understands the change required.

o   Think about the impression that your body language gives –

face the employee, adopt an open posture, maintain good eye contact and try to be relaxed.

Step 4: Jointly devise a solution

o   Explore possible solutions by asking open questions.
o   Invite your team member to suggest solutions.
o   Agree on a way to resolve the issue.
o   Offer appropriate support
o   Agree on a time for your employee to improve their performance and set a date for review.

Step 5: Monitor performance

o   Make sure you follow through with any support that you offered to your team member.

o   Monitor your team member's progress and provide ongoing feedback – be very clear.

o   Meet with the team member to review their performance at the agreed time.

o   If your team member's performance has improved, acknowledge that the issue has been resolved and discuss how to maintain the improvements – continue to offer support and encouragement.

o   If your team member's performance has not improved, extend or repeat the process, or consider progressing to the formal steps through the Human Resource department.

o   In the absence of a Human Resource department, business owners are advised to seek advise from a HR advisor on the next formal steps.

Step 6: Keep records

o   Keep notes of your discussions with your team member and the outcome of the process the performance review template.

Performance Improvement Plan Template

Performance Improvement Plan (PIP)
Confidential

The purpose of this Performance Improvement Plan (PIP) is to define serious areas of concern, gaps in your work performance, reiterate the company's expectations, and allow you the opportunity to demonstrate improvement and commitment.

Areas of concern

Activity	Impact on Company/ co-workers/other business stakeholder

Previous efforts to induce improvement

Improvement objectives

Activity and work plans

Improvement objective	Required outcome	How to accomplish	Support

Progress check points

Improvement objective	Checkpoint date	Type of follow up	Expected progress	Notes

Follow-up updates

Date	Activity	Conducted by	Completion

Timeline for Improvement, Consequences & Expectations

Effective immediately, you are placed on a .... day PIP. During this time you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations, or any display of gross misconduct will result in disciplinary action, up to and including termination. Further, failure to maintain performance expectations after the completion of the PIP may result in additional disciplinary action up to and including termination.

All the contents of this PIP are to remain confidential. Should you have questions or concerns regarding the content, you will be expected to follow up directly with your line manager and or the Human Resource Department.

Employee self assessment

Line Manager assessment

Employee Name: _____   Line Manager Name: _____

Employee signature: _____   Line Manager Signature: _____

Date _____   Date: _____